



People Technology



A Deeper Understanding of Project and Program Management Leadership



Systems and Software Technology Conference 2010

Larry W. Smith
Software Technology Support Center
517 SMXS/MXDEA
6022 Fir Avenue
Hill AFB, UT 84056
801-777-9712
larry.smith4@hill.af.mil

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE APR 2010		2. REPORT TYPE		3. DATES COVERED 00-00-2010 to 00-00-2010	
4. TITLE AND SUBTITLE People Technology. A Deeper Understanding of Project and Program Management Leadership				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) 517 SMXS/MXDEA,Software Technology Support Center,517 SMXS/MXDEA,Hill AFB,UT,84056				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES Presented at the 22nd Systems and Software Technology Conference (SSTC), 26-29 April 2010, Salt Lake City, UT.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 35	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

Tutorial Abstract

2

- When we think about new technology we seldom consider technologies that help us understand human interaction in a more precise way.
 - Recent discoveries have helped us uncover the “disease” of self-deception (acting in ways contrary to what one knows is right), which tends to underlie all leadership problems in our projects and programs.
 - However well intentioned they may be, leaders who deceive themselves always end up undermining their own performance.
- In this interactive tutorial the key points of the text “Leadership and Self-Deception” will be highlighted to help us examine how we sometimes create our own problems, how we present falsehoods about who we think we are, and how these falsehoods limit us in our leadership and relationships with others in our projects and teams.
- We will discover new and insightful perspectives on how change occurs by examining the very root of change.

Tutorial Outline

3

- Introduction
- Self-Deception
- Influence
 - Way of Being
- Losing Clarity
 - Self-Betrayal
 - Justification
 - Carry Boxes
- Teaming
 - Collusions
- Workplace Accountability
 - Directions at Work
 - Accountability Model



People Technology

4

- **peo·ple** –*noun*

1. persons indefinitely or collectively; persons in general.
2. persons, whether men, women, or children, considered as numerable individuals forming a group.
3. human beings, as distinguished from animals or other beings.

- **tech·nol·o·gy** –*noun*

1. the branch of knowledge that deals with the creation and use of technical means and their interrelation with life, society, and the environment, drawing upon such subjects as industrial arts, engineering, applied science, and pure science.
2. the terminology of an art, science, etc.; technical nomenclature.
3. a technological process, invention, method, or the like.

- Exactly our subject today, with the emphasis in leadership
- Use examples in all aspects of life (home and work)

Discovery and Science

5

- Background

- Desire to make sense of the logic
- Wrestled with the philosophical arguments that account for how self-deception happens
- Create ability to perceive and address matters deeper than the behavioral levels

- Our Journey

- Use a “language” and a series of diagrams
- Invitation to decide for yourself if the material is useful and to what extent it can be applied

Self-Deception and Influence

6



Leadership and Self-Deception

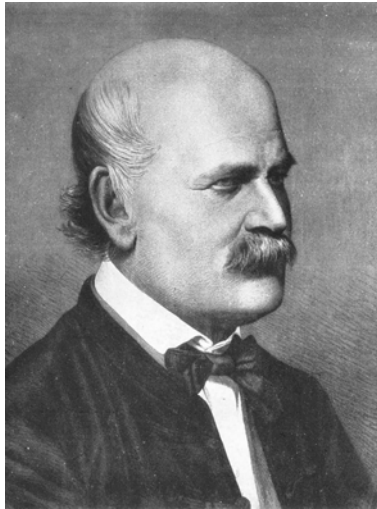
7

- As long as the problem of not knowing one has a problem remains...so will all other problems.
- Self-deception...blinds us to the true cause of problems, and once blind, all the “solutions” we can think of will actually make matters worse.
- That’s why self-deception is so central to leadership—because leadership is about making matters better
- To the extent we are self-deceived, our leadership is undermined at every turn.

Source: *Leadership and Self-Deception*; 1st Ed., page viii

Story of Ignaz Semmelweis

8



With a new introduction by the authors
K. Codell Carter
Barbara R. Carter



Childbed Fever

A Scientific Biography of Ignaz Semmelweis



Self-Deception Paradox

9

- People often create their own problems.
- People seem unaware that they are creating their problems.
- People resist solutions (readily)

Paradox:

People of Influence

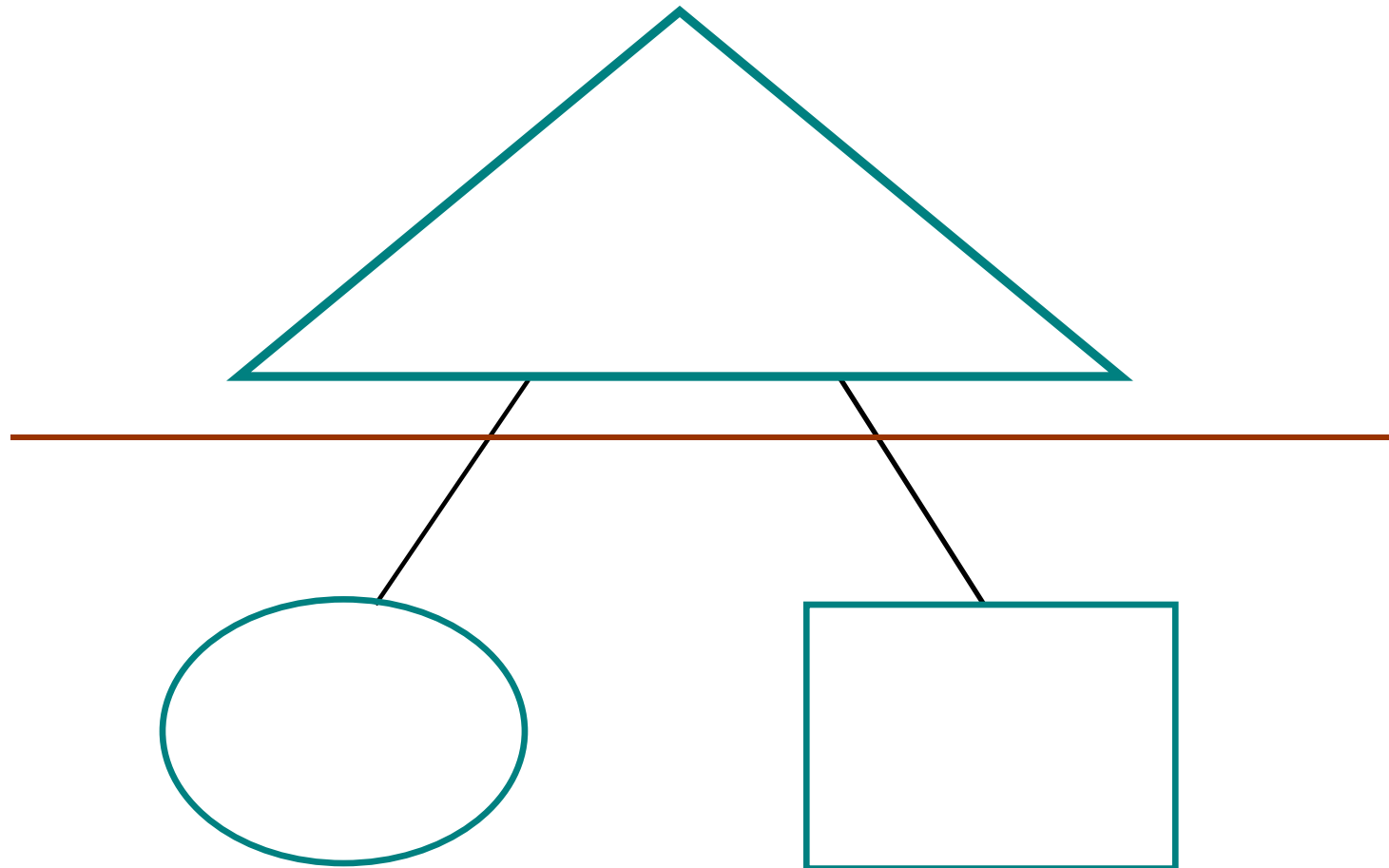
10

Those I desire to influence:

Those who've influenced me:

Something Deeper

11



Diagram—see *Leadership and Self-Deception*; 2nd Ed., page 36. Used by permission.

Influence

12

*Whatever I “do” on the surface,
people respond to who I am being
when I am doing it.*

Way be being determines influence.

Source: *The Choice*, §§ 5, Arbinger Institute. Used by permission.

Kinds of Objects from with the “Box”

13

- What kind of influence am I likely to have on someone I’m seeing as:



Effects of Influence

14

My Influence (in the box)

My Influence (changed):

Losing Clarity

15



Self-Betrayal and Way of Being

16

Sense/Desire

Honor

CHOICE

Betray

How I started to
see *myself*

How I started to
see *the other*

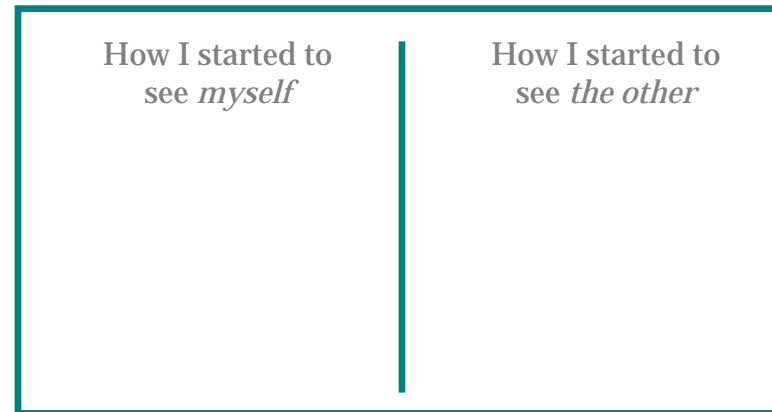
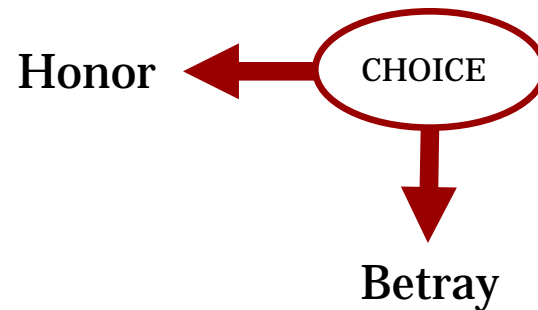
Diagram—see
*Leadership and Self-
Deception*; 2nd Ed., page
81. Used by permission.

In self-betrayal, I feel }

Self-Betrayal and Way of Being

17

Sense/Desire



Diagram—see
*Leadership and Self-
Deception*; 2nd Ed., page
81. Used by permission.

*The way I moved from
Responsiveness to Resistance* }



Characteristic Ways

18

Look Like

Sound Like

Feel Like

Self-justifying Characteristics

19

*Betray myself and I present an image of myself.
The image is that I am the undeserving victim
of those I am blaming.*

*To betray myself is to portray myself. It is to
portray myself in ways that justify me.*

*Repeatedly justify myself in self-betrayal and
such self-justifying images become
characteristic of me.*

Source: *The Choice*, §§ 29, Arbinger Institute. (Used by permission.)

My Life...

20

In my home and work lives, toward whom am I most in the box?

Home Life

Work Life

What kind of boxes are these?

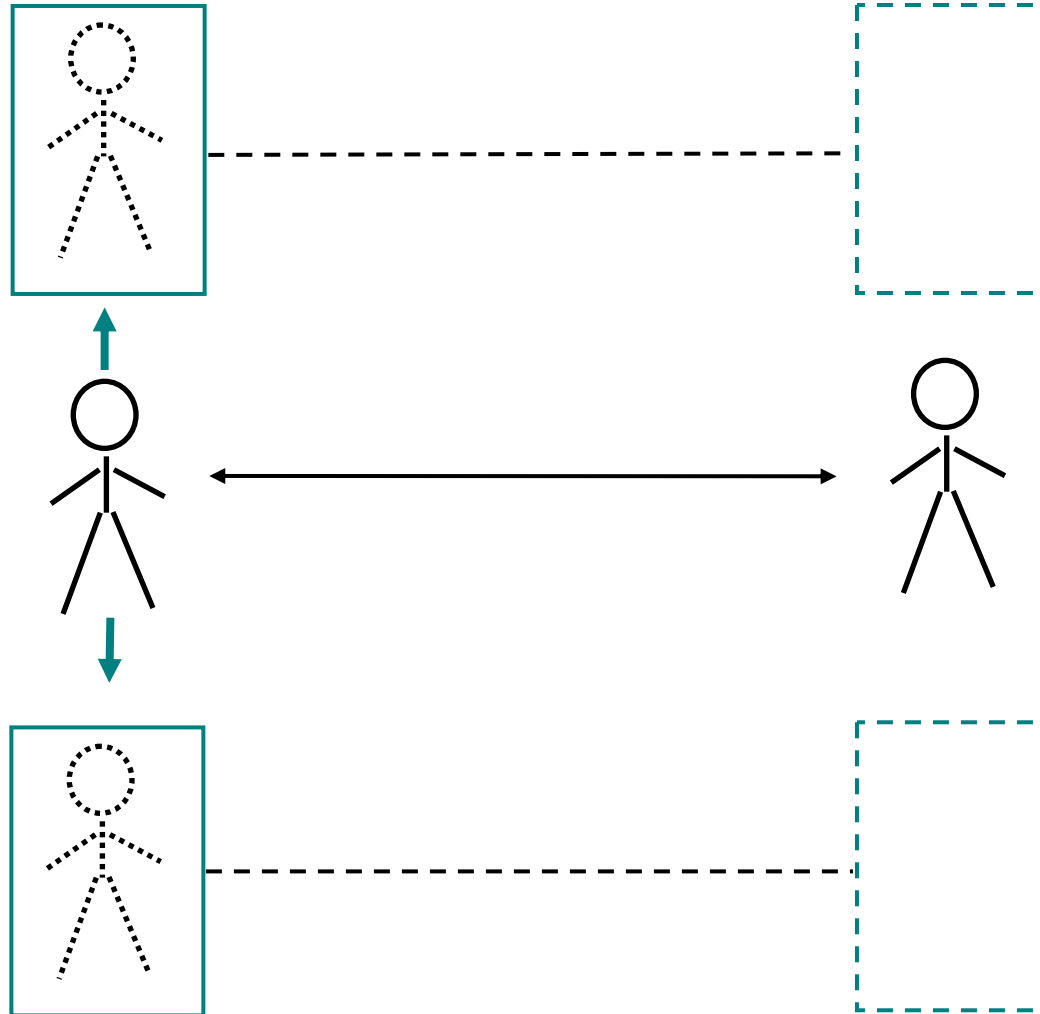


What Box(es) am I Carrying

21



Diagram and content copyright by
©Arbinger Institute, 2010.
(Used by permission.)



Organizational Boxes

22

As an organization, what kinds of boxes do we tend towards (and in what contexts)?

What kinds of things happen because of these boxes?

We do



We fail to do

Key Points to Remember

23

1. An act contrary to what I feel I should do for another is called an act of “self-betrayal”
2. When I betray myself, I begin to see the world in a way that justifies my self-betrayal.
3. When I see the world in a self-justifying way, my view of reality becomes distorted.
4. So—when I betray myself, I enter the box.
5. Over time, certain boxes become characteristic of me, and I carry them with me.
6. Be being in the box, I provoke others to be in the box.
7. In the box, we invite mutual mistreatment and obtain mutual justification. We collude in giving each other reason to stay in the box.

Source: *Leadership and Self-Deception*; 2nd Ed., page 105. Used by permission.

Teaming

24



Teaming: Provocations of the Box

25



Collusion: *When two or more people are mutually in the box towards each other*

Collusion

26



3. I do

2. I see



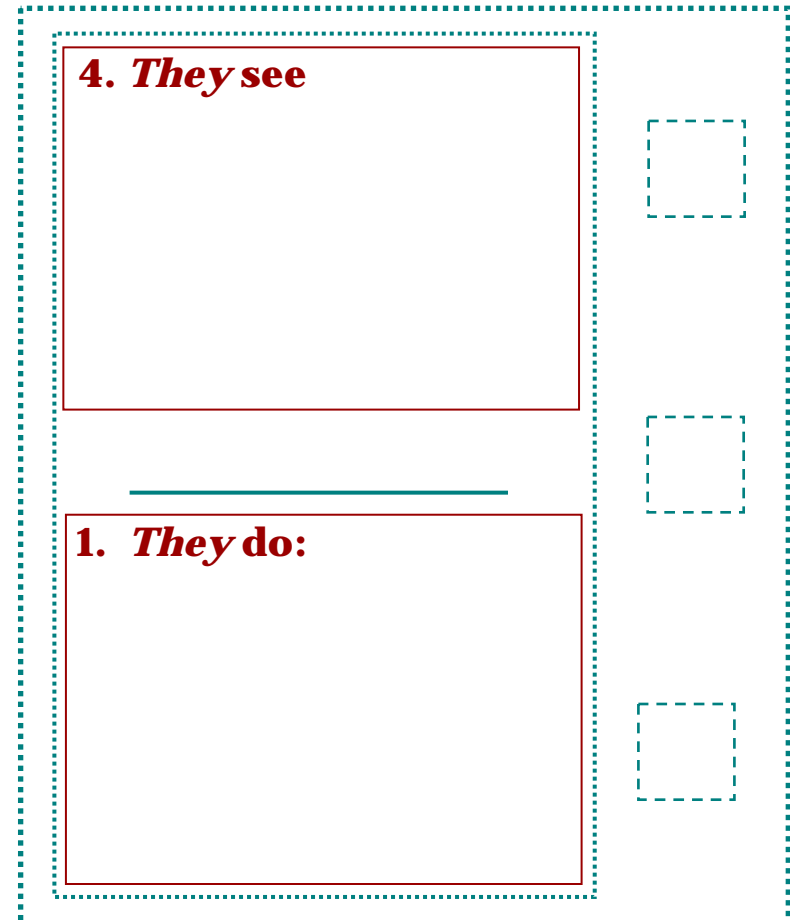
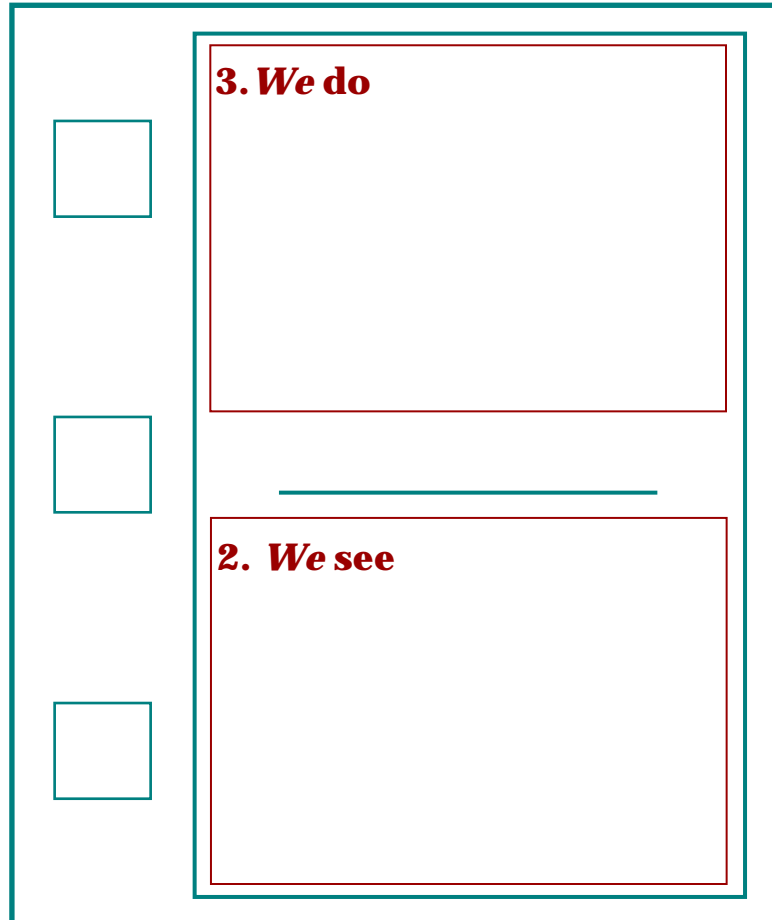
4. He sees

1. He does:

Diagram—see *Leadership and Self-Deception*; 2nd Ed., page 97. Used by permission.

Collusion—Expanded

27



Diagram—see *Leadership and Self-Deception*; 2nd Ed., page 97. Used by permission.

Justification

28

Consider the insanity:

*Betraying myself, I invite in others the very
behavior I say I hate in them.
And betraying themselves, they invite the very
behavior they say they hate in me.*

*We cooperate in condemning ourselves
to ongoing misery and woe.*

*But in such insanity I find advantage:
When others and I betray ourselves toward each other,
we provide each other with what we most
desire—justification.*

Source: *The Choice*, §§ 22-23, Arbinger Institute. (Used by permission.)

Workplace Accountability

29



Working: In the Box

30

Who is my focus?

What is my focus?

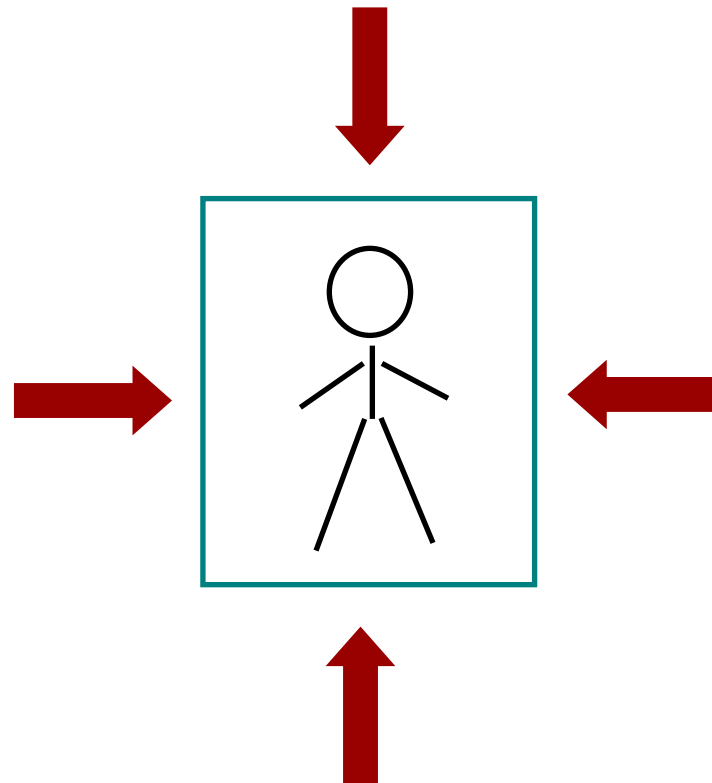


Diagram and content copyright by
©Arbinger Institute, 2010.
(Used by permission.)

Workplace: Projects and Program

31

In my workplace, what boxes do I have (and carry) regarding:

Projects

Programs

Processes



Working: Out of the Box

32

Who is my focus?

What is my focus?

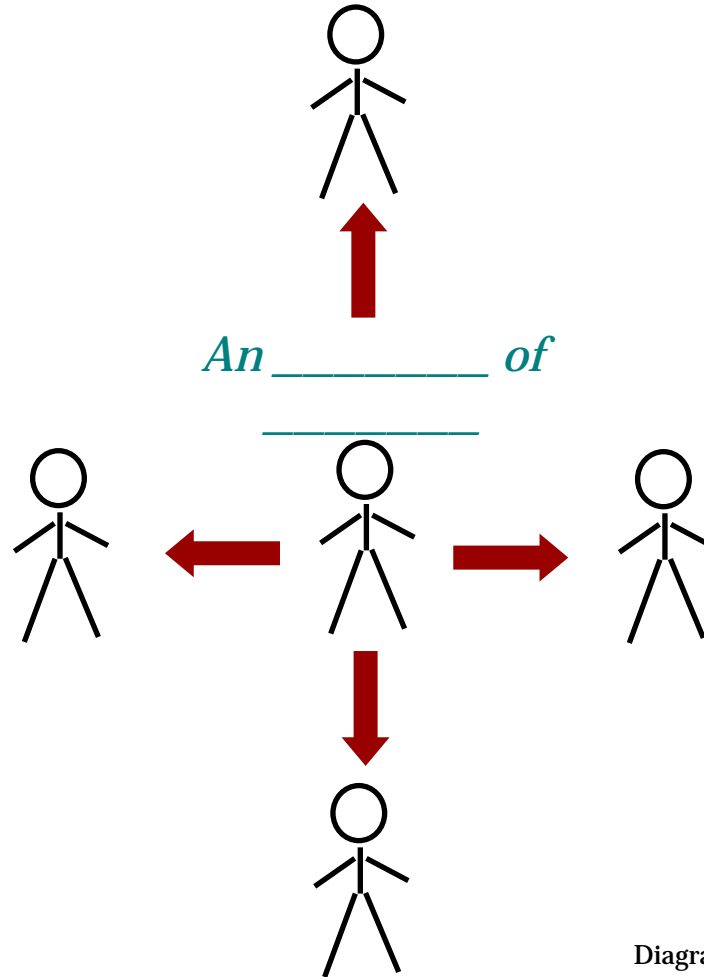


Diagram and content copyright by
©Arbinger Institute, 2010.
(Used by permission.)

Accountability Model

33

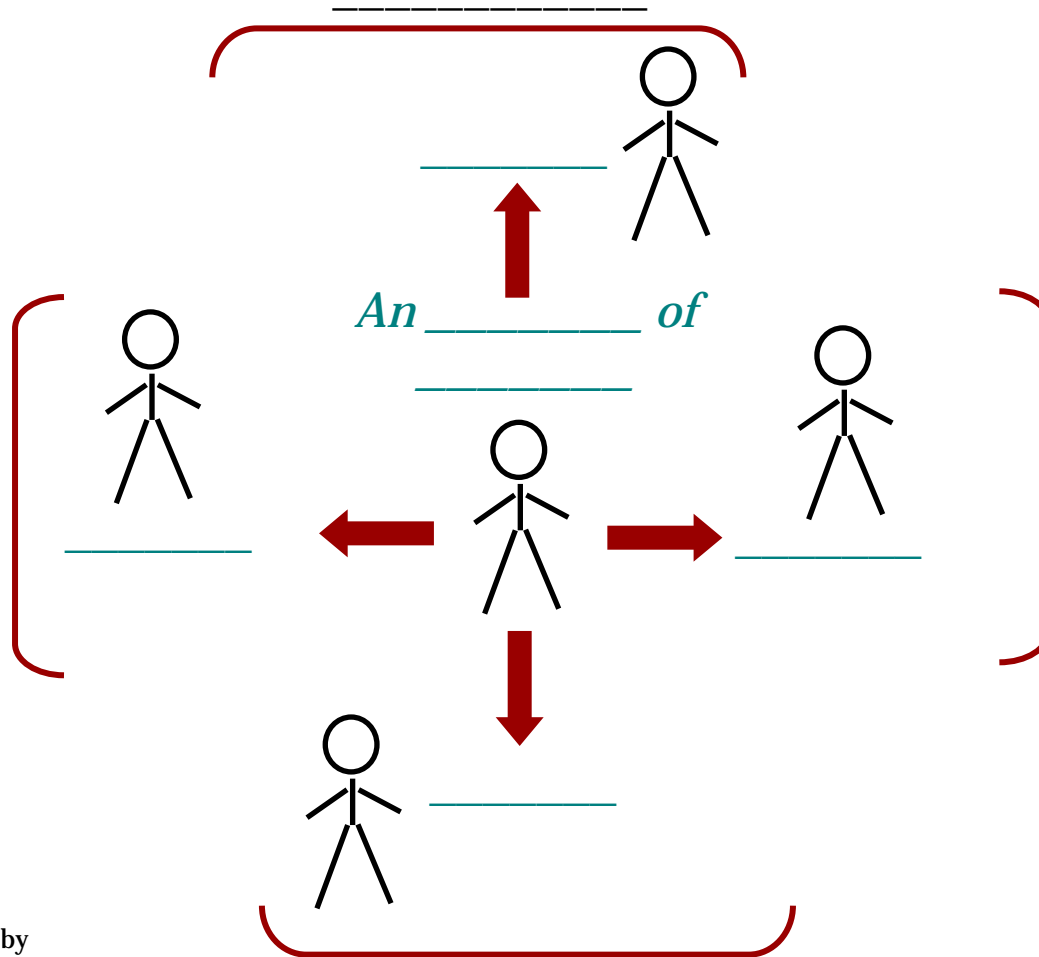


Diagram and content copyright by
©Arbinger Institute, 2010.
(Used by permission.)

Conclusion

34

1. Within the box, the workplace and its people are self-deceived.
2. Workplace self-deceptions and justifications cost the organization valuable resources and rob the team and its people of grand opportunities.
3. Moving outside of the box, increased clarity begins.
4. Staying outside of the box, people and their accompanying resources are sustained and increase in value.
5. Out of the box processes, projects, programs, systems, and culture can be developed and grow to support desired results.
6. Out of the box Leaders can see people (and the organization that is composed of these people) with clarity and potential—their influence can be positively felt and their future unfettered.



References

35

- Arbinger Institute, *Leadership and Self-Deception: Getting Out of the Box*, 2nd ed., Berrett-Koehler Publishers, Jan 2010.
- Arbinger Institute, *The Anatomy of Peace: Resolving the Heart of Conflict*, Berrett-Koehler Publishers, May 2008.
- Buber, Martin, *I And Thou*, Hesperides Press, Nov 2008.
- Carter, K. Codell and Barbara R., *Childbed Fever: A Scientific Biography of Ignaz Semmelweis*, revised edition, Transaction Publishers, Feb 2005.
- Durrant, Will, *The Story of Philosophy: The Lives and Opinions of the World's Greatest Philosophers*, Simon & Schuster Books, Jan 1983.
- Quinn, Robert E., *Change the World: How Ordinary People Can Achieve Extraordinary Results*, Jossey-Bass, Apr 2000.
- Rogers, Carl, *On Becoming a Person: A Therapist's View of Psychotherapy*, Mariner Books, Sep 1995.
- Warner, C. Terry, *Oxford Studies* (unpublished papers), 1997.
- Whitworth, Laura, et. al., *Co-Active Coaching: New Skills for Coaching People Toward Success in Work and Life*, 2nd ed., Davies-Black Publishing, Feb 2007.